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24 July 1967

MEMORANDUM FOR: Acting Director, OCR
SUBJECT : Proposed OCR Referral System

1. As you know, I circulated your memorandum on this subject and requested comments from the directors of the four production offices. Attached are copies of the replies.

2. As you will note, there is some concern that direct contacts between requesters and analysts in the four offices may become an avenue for imposing substantive production work directly on the analyst without management review. I share this concern. However, you will remember that when we discussed the reorganization of OCR, the DDI informed the directors of the production offices that some additional burdens would be placed on their resources by participating in a referral system. He noted that this would be part of the price that would have to be paid for transferring slots from OCR to the production offices.

3. I believe that a referral system can be worked out which will:

a. Assist OCR in its reference function in providing prompt and authoritative responses to requests primarily by informing requesters of the work already published or occasionally about work in process. (This could relieve OCR of the burden of searching, retrieving, and providing some of its requesters with large volumes of raw information in cases where the analytical work has already been done and the results published.)

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b. Assure all levels of management that the referral system does not become a means for levying requests for substantial research projects on production offices. (This will probably require some sort of management review and control at the branch, division, or office staff level to prevent unreasonable diversion of analysts from their primary production responsibilities. The level of control in the various offices need not be the same.)

3. With these thoughts in mind, you should request the names of office representatives and proceed with them to develop a plan for my review. When we believe a workable plan has been developed, we can contact the offices in the DDSAT.

[REDACTED]

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EDWARD W. PROCTOR
Acting Deputy Director for Intelligence

Attachments:
As stated

O/DDI:EWProctor:fbr

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SECURITY ORGANIZATION AND MANAGEMENT

21 JUL 1967

MEMORANDUM FOR: Assistant Deputy Director for
Intelligence

SUBJECT : Proposed OCR Referral System

REFERENCE : Your Memorandum of 18 July 1967,
Same Subject

Ed -

1. In response to your memo, the proposal of OCR seems eminently reasonable. It is our understanding that the OCR staff will act as a broker to insure that the prospective requester is put in contact with the appropriate OER component. As we visualize it, the exchange of information will then take place directly between the responsible OER analyst and the requester. It is also our understanding that requests and replies will not require formal written exchanges through the OCR Staff.

2. We believe that a simple logging of requests received and referrals made by the OCR Staff, and a similar logging in OER should suffice for record purposes.

3. We recommend that during the initial work-out period, requests be referred to the Branch Chief and perhaps one or two other designated personnel in the Branch, and that OCR not try to identify the responsible individual analysts. This will enable the Branch Chief to get a feel for the problems involved, if any, and to insure that the request is placed in the right hands.

4. We would urge that the system be made as simple and informal as possible. As you know, we are already running what amounts to a modified referral system in responding to requests from all over town and all around the Agency.

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WILLIAM N. MORELL, JR.
Director
Economic Research

24 JUL 1967

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